MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

TMG 2151 MANAGEMENT

(All Sections/Groups)

8 OCTOBER 2015
9 a.m. – 11 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **6 pages** only.

2. Answer **ALL** questions in Sections A and B. Answer any **TWO (2)** questions in Section C.

3. Allocation of marks for each section/question is shown.

4. Answer **Section A** on the OMR sheet. Write your answers for **Section B** and **C** on the **Answer Booklet** provided.

SECTION A. Scenario Questions.
Answer ALL questions. (1 mark for each question)

Use the following scenario to answer questions 1- 4.

You and a fellow investor are investigating the possibility of starting a new airline. It has been your lifelong dream. You have won the lottery and are trying to decide if this is what you want to do with your prize money. You decide to do an analysis of the competitive environment. After your analysis, you discover several important issues. First, it will cost most of your lottery winnings to finance a new airline! Second, it will be difficult to attract new customers because they have so many choices available to them and are very savvy about ticket pricing. Finally, the competition in the airline industry is considered "fierce" by industry analysts and this is frightening to someone who has never even worked in the airline industry.

1. The analysis of the competitive environment that you have conducted utilised the work of _____.
   A) Frederick Taylor
   B) Michael Porter
   C) Abraham Maslow
   D) Douglas McGregor
   E) James Dean

2. The information that you have collected can be referred to as _____.
   A) forecasting
   B) competitive intelligence
   C) macroenvironmental data
   D) benchmarking
   E) All of the above are correct.

3. Savvy customers in an industry is an indication of _____.
   A) high bargaining power of suppliers
   B) low bargaining power of suppliers
   C) high bargaining power of customers
   D) low bargaining power of customers
   E) low threat of new entry

4. The fact that it will require such a large capital investment to start a new airline is an example of which of the following factors?
   A) high bargaining power of customers
   B) low threat of new entrants
   C) high threat of new entrants
   D) many substitute products
   E) low bargaining power of customers

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Use the following scenario to answer questions 5-7.

TTDI Company is an advertising firm located in Kuala Lumpur. They have a strong culture built by the founder of the company, Tuan Syahrul. Employees celebrate the awarding of a special prize given to the person who most exemplifies the organisation's values. New employees are told of the organisation's greatest accomplishments and of the history of the company. In the office building, there are photos of a disastrous fire that the company survived. The company has a long tradition of employee participation in decision making. They build consensus and consider themselves to be a "family."

5. The photo of the fire is an example of a(n) _____.
   A) business practice
   B) mission statement
   C) official goals
   D) symbol
   E) hierarchical culture

6. When new employees are told of the organisation's great accomplishments and history, it is an example of (a) _____.
   A) mission statement
   B) official goals
   C) stories
   D) ceremony
   E) rite

7. The culture at TTDI Company can best be described as:
   A) a group culture
   B) a hierarchical culture
   C) a rational culture
   D) an adhocracy
   E) None of the above is correct.

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Use the following scenario to answer questions 8-10.

Suppose you are promoted to a managerial position in a firm that you have been working for about five years. You are pleased with your new job but are concerned about problems you have been having. You are required, as part of your job, to determine the employees' leave schedules. However, when you tell an employee that he/she can't take leave on a certain day, the owner of the company allows them to go anyway. Consequently, the employees you manage are beginning to bypass you and do not seem to view you as a manager. Worse than that, after the owner has allowed the employee to take leave, if their work doesn't get completed in their absence, the owner is upset with you!

8. In this organisation, the ultimate authority will rest with:
   A) the employees
   B) the manager
   C) the owner
   D) All of the above.
   E) None of the above.

9. In this situation, the basic problem is that the manager does not have the _____ to carry out the _____ (s)he has been given.
   A) responsibility, authority
   B) authority, responsibility
   C) accountability, authority
   D) authority, accountability
   E) responsibility, tasks

10. In this situation, the manager will have to rely more on:
   A) accountability
   B) responsibility
   C) authority
   D) informal influence tactics
   E) All of the above.

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SECTION B. Answer ALL questions. (2 marks for each question)

1) _____ is an approach to management that emphasises the scientific study of work methods in order to improve work efficiency.

2) _____ is the process of achieving organisational goals by engaging in the four major functions of planning, organising, leading and controlling.

3) The management function of _____ includes communicating with others, helping to outline a vision of what can be accomplished, providing direction, and motivating organisation members to put forth the substantial effort required.

4) The manager of Grill and Growl could be described as a _____ manager because he believes that all employees are lazy and that he must continually threaten to fire them in order to get them to work.

5) _____ is a system of shared values, assumptions, beliefs and norms that unite the members of an organisation.

6) A _____ is an employee who reports a real or perceived wrongdoing under the control of his or her employer to those who may be able to take appropriate action.

7) _____ are costs that, once incurred, are not recoverable and should not enter into consideration of future courses of action.

8) _____ is the tendency in cohesive groups to seek agreement about an issue at the expense of realistically appraising the situation.

9) _____ is the formal pattern of interactions and co-ordination designed by management to link the tasks of individuals and groups in achieving organisational goals.

10) _____ is the authority that follows the chain of command established by the formal authority.

11) After working for three years to build up enough courage, Ahmad finally asked Maryam to marry him. According to the hierarchy of needs theory, this action was mostly likely aimed at satisfying his _____ needs.

12) A company-awarded trip to Bali, a reserved parking space, a RM2,000 bonus and a RM100 a month raise are all examples of an _____ reward.

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13) _____ argues that our behaviour can be explained by consequences in the environment.

14) _____ is the process of influencing others to achieve organisational goals.

15) Because he is the president of Multimedia University, Prof. Rasat has _____ power.

16) When Hazig talked to Wai Wai, she could not understand him because the computer printer was so loud. According to the communication process, the printer was an example of _____.

17) Katwali categorises anyone who would join a certain club as a "spoiled, rich kid." Katwali is engaging in _____.

18) _____ refers to vocal aspects of communication that relate to how something is said rather than what is said.

19) _____ is the tendency of an individual to assume that others share his or her thoughts, feelings and characteristics.

20) _____ is the tendency of individuals to expend less effort when working in groups than when working alone.

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SECTION C: Answer any TWO questions. (25 marks for each question)

1) a) What is meant by the term "span of control?" (5 marks)

b) How does span of control impact the effectiveness in an organisation? (10 marks)

c) Under what conditions is a wider span of control appropriate? (10 marks)

(Total: 25 marks)

2) a) Discuss the concepts of responsibility, authority, and accountability. (10 marks)

b) What should a manager do when he/she has more responsibility than authority? Why is this a problem? (15 marks)

(Total: 25 marks)

3) a) Explain, with the aid of a diagram, the complete communication process. (15 marks)

b) Briefly compare the focus of Abraham Maslow's hierarchy of needs theory with Clayton Alderfer's ERG theory. (10 marks)

(Total: 25 marks)

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